

STATE OF ALABAMA

DEPARTMENT OF CORRECTIONS— FY08 IT STRATEGIC PLAN WORKSHEET

IT MISSION

To provide responsive information technology services, support, and leadership for the Alabama Department of Corrections (ADOC).

IT VISION

To be a trusted departmental leader and partner providing state-of-the-art technological resources and support.

VALUES

- Service

We are dedicated to consistently providing professional, reliable, responsive, and knowledgeable support that meets our users' needs.

- Trust

We earn the trust of our users and stakeholders everyday through honest and forthright actions.

- Accountability

We are directly responsible for our actions and decisions.

- Teamwork

We are committed to maintaining a spirit of cooperation and mutual support among our staff and fostering productive partnerships with our users and stakeholders.

- Innovation

We are dedicated to finding creative and effective solutions to meet our users' needs.

CUSTOMERS (Expectations)

- ADOC staff and employees

Expectations

- *Reliable IT systems, networks, and resources*
- *Accurate data and information*
- *Knowledgeable staff able to provide expert IT guidance and advice*
- *Timely, responsive IT services*
- *User-friendly data access*
- *Flexibility to meet user needs*

- *Willingness to work in partnership with users and other agencies*
- *Department leader on IT Issues*
- *Information access on a 24/7 basis*

STAKEHOLDERS (Expectations)

- Other State agencies
 - Local Alabama law enforcement agencies
 - General public
 - Federal Agencies (e.g., IRS, FBI, Social Security)
- Expectations*
- *Accurate data and information*
 - *Willingness to work in partnership with other agencies*
 - *User-friendly data access*
 - *Information access on a 24/7 basis*

KEY GOALS (1-4)

G1 (DGX): To meet American Correctional Association (ACA) accreditation standards for information systems by the end of **FY10**.

G2 (DGX): Eliminate dependence on mainframe legacy systems and applications by the end of **FY10**.

G3 (DGX): Convert **85%** of paper-based reports and forms currently generated by the Information Systems Division to electronic formats by the end of **FY11**, while meeting established records disposition authority (RDA) standards and requirements.

G4 (DGX): Restructure IT operations to ensure the division meets currently recognized industry systems support standards of **50** systems (i.e., personal computers and peripherals) supported per IT network technician by the end of **FY12**.

ASSUMPTIONS

- FY06-07 initiatives are on schedule
- Funding and staffing levels will be stable, based on historical trends
- New State financial management system in place and operational by the end of FY09

- Analytical methodologies are developed to support new metrics
- Continued leadership support for IT
- Assigned IT vans are upgraded/replaced
- RDA standards have been developed and certified

WORKLOAD MEASURES

W1: # of users supported

W2: # systems supported

STRENGTHS

- Dedicated and experienced staff
- Adequate workspace
- Interagency partnerships
- Standardized hardware and software programs

WEAKNESSES

- Outdated legacy hardware and software
- Inadequate investment to meet projected demands
- Corrections work environment hinders staff recruitment
- Lack of IT training resources

OPPORTUNITIES

- Interagency interactions and partnerships
- E-government initiatives and State system upgrades will expand enterprise management opportunities and divisional services
- Increased availability and decreased costs of advancing information technologies
- Greater information access and service responsiveness will improve the department's public image

THREATS

- Continued delays by State Finance Department in obtaining and upgrading State Financial Management system

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- Historical funding levels will not be adequate to meet projected IT demands
- Mainframe operating system no longer supported by vendor
- Greater integration with multiple systems increases the risk of unauthorized system access (security)
- Projected increase in inmate population will place greater demands on all department services
- Inability of State merit and personnel system to consistently attract, hire, and retain qualified IT staff
- Projected reduction in federal funding for IT

OBJECTIVES

- OBJ1 (G1) (% of standards in compliance): Ensure information systems meets at least 75% of established ACA accreditation standards.
- OBJ2 (G2) (# of mainframe legacy systems and applications eliminated): Eliminate ADOC dependence on the mainframe legacy Inmate Management system.
- OBJ3 (G3) (% of paper-based reports and forms converted to electronic formats): Convert 60% of paper-based reports and forms currently generated by the Information Systems Division to electronic formats.
- OBJ 4 (G4) (# systems per IT network technician): Reduce average number of systems supported per IT network technician to 110 systems per technician.

CRITICAL ISSUES

INTERNAL

- IC1 (G2, G3): Lack of adequate IT user training resources.

EXTERNAL

- EC1 (G2): Since Dec 2005, vendor no longer supported mainframe operating system.

STRATEGIES & ACTION PLANS* (Person Responsible/Estimated Completion Date)

S1 (G1): Building on FY07 activities, continue plan to ensure established information systems comply with ACA accreditation standards.

- A. Assess degree of compliance with ACA accreditation standards. (D. Miller) (31 Oct 07)
- B. Identify compliance requirements for FY08. (D. Miller) (30 Nov 07)
- C. Refine compliance plan, as appropriate. (D. Miller) (31 Jan 08)
- D. Accomplish planned activities. (D. Miller) (30 Sep 08)

S2 (G2, EC1, IC1): Eliminate ADOC dependence on the mainframe legacy Inmate Management system.

- A. Assess progress made toward eliminating dependence on the mainframe legacy Inmate Management system. (D. Miller) (1 Oct 07)
- B. Identify actions required to completely eliminate dependence on the mainframe legacy Inmate Management system. (D. Miller) (31 Oct 07)
- C. Identify user training requirements and develop an appropriate training plan. (D. Miller) (31 Mar 08)
- D. Complete actions required for eliminating dependency on mainframe legacy Inmate Management system, including implementation of training plan. (D. Miller) (31 Aug 08)
- E. Verify dependence on the mainframe legacy Inmate Management system has been eliminated. (D. Miller) (30 Sep 08)

S3 (G3): Continue conversion of paper-based Inmate Management system reports and forms currently generated by the Information Systems Division to electronic formats.

- A. Assess progress made toward converting Inmate Management system reports and forms to electronic formats. (D. Miller) (1 Oct 07)
- B. Identify actions required to complete planned conversion of Inmate Management system reports and forms. (D. Miller) (31 Oct 07)

C. Develop and implement online, interactive user training to support Inmate Management system reports and forms conversion to electronic formats. (D. Miller) (30 Sep 08)

D. Complete identified conversion actions. (D. Miller) (30 Sep 08)

S4 (G4): Reallocate four (4) positions to IT network technicians to reduce the average number of systems supported per technician.

- A. Working with Department leadership, request and gain approval for personnel reallocation from State Personnel.
- B. Working with ADOC Personnel, request register from State Personnel.
- C. Complete hiring process for approved positions.
- D. Assess impact of new hires on the average number of systems supported per technician.

* Action plans will be submitted with Operational Plan, not the SMART Plan.

NOTE: As the planning and budget process continues, you will need to identify spending and staffing requirements for each action step, **if possible**. If not, then estimates will need to be provided for each strategy.

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Key Goals (DGX)	Critical Issues (GX)	Strategies (GX)	Objectives (GX) (Unit of Measure)	Baseline/ 2007 Projection/ 2008 Target
G1 (DGX): To meet American Correctional Association (ACA) accreditation standards for information systems by the end of FY10.	None	S1: S1 (G1): Building on FY07 activities, continue plan to ensure established information systems comply with ACA accreditation standards.	OBJ1 (G1) (% of standards in compliance): Ensure information systems meet at least 75% of established ACA accreditation standards.	06: 25% 07: 50% 08: 75%
G2 (DGX): Eliminate dependence on mainframe legacy systems and applications by the end of FY10.	IC1 (G2, G3): Lack of adequate IT user training resources EC1 (G2): Since Dec 2005, vendor no longer supported mainframe operating system	S2: S2 (G2, EC1, IC1): Eliminate ADOC dependence on the mainframe legacy Inmate Management system.	OBJ2 (G2) (# of mainframe legacy systems and applications eliminated): Eliminate ADOC dependence on the mainframe legacy Inmate Management system.	06: 0 07: 0 08: 1
G3 (DGX): Convert 85% of paper-based reports and forms currently generated by the Information Systems Division to electronic formats by the end of FY11, while meeting established records disposition authority (RDA) standards and requirements.	IC1 (G2, G3): Lack of adequate IT user training resources EC: None	S3 (G3, IC1): Continue conversion of paper-based Inmate Management system reports and forms currently generated by the Information Systems Division to electronic formats.	OBJ3 (G3) (% of paper-based reports and forms converted to electronic formats): Convert 20% of paper-based reports and forms currently generated by the Information Systems Division to electronic formats.	06: 15% 07: 40% 08: 60%
G4 (DGX): Restructure IT operations to ensure the division meets currently recognized industry systems support standards of 50 systems (i.e., personal computers and peripherals) supported per IT network technician by the end of FY12.	None	S4 (G4): Reallocate four (4) positions to IT network technicians to reduce the average number of systems supported per technician.	OBJ 4 (G4) (# systems per IT network technician): Reduce average number of systems supported per IT network technician to 110 systems per technician.	06: 160 07: 160 08: 110